

S
t
r
a
t
e
g
i
c

P
l
a
n

When the
well's dry,
we know
the worth
of water.

BENJAMIN FRANKLIN

2004
2014

sfwmd.gov



Nicolás Gutiérrez, Jr.

Governing Board Members

**Nicolás Gutiérrez, Jr., Esq.,
Chair**
Miami

**Pamela Brooks-Thomas,
Vice-Chair**
Lauderhill

Irela M. Bagué
Miami

Michael Collins
Islamorada

Hugh M. English
LaBelle

Lennart E. Lindahl, P.E.
Palm City

Kevin McCarty
Delray Beach

Harkley R. Thornton
Orlando

Trudi K. Williams, P.E.
Fort Myers



From the Governing Board Chair

While the South Florida Water Management District has a long and proud history of providing essential water management services to central and south Florida's ecosystems, residents and farms, this document is focused on the future. And what a future it is! We are undertaking water resource management efforts of global significance, and establishing this agency as the world's premier water resource agency.

Work starts at the local level to achieve our vision. We are committed to being a good neighbor by maintaining a link between the District and local officials and communities, and promoting a shared stewardship of water resources. Our growing intergovernmental partnerships and community outreach initiatives ensure that both regional and local water resource issues are considered by the District and the communities we serve.

In order to meet the challenges ahead, we have identified specific implementation and evaluation strategies within all of our programs. Strategic priorities will be reviewed and considered on an annual basis, providing a solid foundation for our resource management efforts. Our initial priorities are:

- Build three reservoirs through Public/Private Partnerships
- Achieve Everglades water quality standards
- Acquire land for Kissimmee River restoration
- Reduce Lake Okeechobee phosphorus inputs
- Refurbish the water management system
- Implement water supply recommendations
- Continue to recognize the value of our employees to our success

The goals and strategies outlined in this document are built around the premise that WATER is, literally, our middle name. We may get pulled in different directions from time to time...legislative mandates may be added to our already full plate...and Mother Nature may throw us a curveball every so often. But the reason we are here is water, and this strategic plan will ensure that we stay focused on that very basic – and very vital – responsibility.

Water is our middle name. SFWMD



Henry Dean

From the Executive Director

This 10-year strategic plan is the roadmap that will guide the South Florida Water Management District throughout the next decade as we continue to actively carry out our mandates to manage and protect water and land resources for both the public and the environment.

To meet our goals, we have positioned ourselves to design, build, operate and maintain the hundreds of diverse projects and initiatives needed to implement the strategies identified here. We constantly re-examine and improve our processes, procedures and business practices to ensure that we move forward efficiently and effectively in putting these plans into action. We also continue to look for creative and innovative partnership opportunities and funding alternatives to maximize the effectiveness of our resources and to minimize taxpayer impact. To broaden our reach and to increase our presence in local communities, we are placing greater emphasis on our satellite Service Center locations.

But it takes more than plans and money to successfully implement a project. It takes people...and we have the best! We have assembled a highly skilled and extremely dedicated team of scientists, engineers, planners, technicians, professionals, administrative staff and managers. Working together, we are committed to serving the public by protecting our water resources, addressing problems and implementing solutions. These are exciting times at the South Florida Water Management District!

TABLE OF CONTENTS

SOUTH FLORIDA: THE BIG PICTURE 2

A background perspective on the needs of the region – population, water demands, ecosystem impacts and unparalleled restoration initiatives

AGENCY OVERVIEW 4

Who we are and what we do. Our vision, mission, values and people set us apart in meeting South Florida’s water resource challenges

DISTRICT PROGRAMS & PRIORITIES 6

COASTAL WATERSHEDS 8

COMPREHENSIVE EVERGLADES

RESTORATION PLAN 10

DISTRICT EVERGLADES 12

KISSIMMEE RESTORATION 14

LAKE OKEECHOBEE 16

LAND STEWARDSHIP 18

OPERATIONS & MAINTENANCE 20

REGULATION 22

WATER SUPPLY 24

MISSION SUPPORT 26

ANNUAL STRATEGIC PLANNING 28

Strategic Planning is an ongoing process that will provide direction, set priorities and gauge progress toward goal achievement

A COMMITMENT TO ACTION . . . INSIDE BACK COVER

Clear direction, steadfast determination and a dedicated staff ensure that the agency will achieve its strategic goals



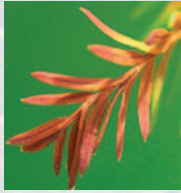
South Florida: The Big Picture

South Florida has undergone significant changes in the last 50 years, due in large part to the success of the Central and Southern Florida Project as the regional water management system. There has been significant urban and agricultural development, while at the same time, the conditions in the Everglades and other components of South Florida's natural ecosystem have declined.

Between 1950 and 2000, the population within the South Florida Water Management District boundaries grew from 800,000 to over 6 million. Significant growth in population is expected to continue. This continued urban growth provides challenges to the District in assuring the availability of water supplies for people, protecting water supply sources from contamination, and providing drainage and flood protection services.

Agriculture is a major industry and water user within the District. Agricultural crops invariably require irrigation. Irrigated agricultural land use, while not projected to increase overall, will have shifts in location over time. Increases in acreage in certain areas will place more demands on water supply, drainage and flood control.

Rain is grace; rain is the sky condescending to the earth;



The effects of population and agricultural growth on natural ecosystems have been significant in South Florida. The current Everglades are about half the size they were 100 years ago. Due to water management system limitations, discharges to the Everglades and estuaries are often too much or too little, and frequently occur at the wrong time of the year. As a result, the remaining South Florida ecosystem no longer exhibits the functions and species that defined the pre-drainage system. There have been significant wildlife impacts, large areas have become infested with invasive plants, and harmful algae blooms have occurred in Lake Okeechobee, Florida Bay, and other lakes and estuaries.

In response, a number of precedent-setting initiatives are now under way to protect and restore natural systems and to increase available water supplies. Many are directives from legislation and programs at the federal and state levels, while others have been initiated by the District. These include: land purchase programs, the establishment of minimum flows and levels for water bodies, regulatory and construction projects to meet nutrient targets for areas including the Everglades and Lake Okeechobee, restoration of the Kissimmee River, and participation by the District as the local sponsor for the Comprehensive Everglades Restoration Plan — the largest and most dynamic ecosystem restoration project in the world.



without rain, there would be no life. JOHN UPDIKE



OUR VISION

To be the world's premier
water resource agency

OUR MISSION

To manage and protect water resources
of the region by balancing and improving
water quality, flood control, natural
systems and water supply

AGENCY OVERVIEW

Who We Are & What We Do

The South Florida Water Management District (SFWMD, District) is a regional governmental agency that oversees the water resources in the southern half of the state – 16 counties from Orlando to the Florida Keys. This region covers 17,930 square miles and includes vast areas of agricultural lands, water conservation areas, and areas of enormous urban growth and development. The SFWMD is the oldest and largest of the state's five water management districts.

The SFWMD has taxing authority to collect ad valorem taxes from property owners within its 16-county jurisdiction. The District's overall budget is funded by a combination of property taxes and other sources such as federal, state and local revenue, as well as license and permit fees, the Everglades Agricultural Area privilege tax, investment income and other dedicated revenues. The Fiscal Year (FY) starts October 1 and ends September 30 of the following year.

A nine-member Governing Board sets policy and provides overall direction for the agency. Board members are appointed by the Governor, confirmed by the Florida Senate, and generally serve four-year terms.

The District operates and maintains the world's largest water management system, which includes the Central and Southern Florida Project along with numerous other canals and levees, pump stations and water control structures.

The SFWMD also manages water in one of the most diverse ecosystems in the world – the interconnected Kissimmee-Okeechobee-Everglades system. Operations include buying and managing land, restoring floodplains, revitalizing shoreline habitats and protecting wetlands. The District is

Water links us to our neighbor in a way more profound



We pride ourselves on being a project-driven, highly motivated and diverse workforce united by a passionate commitment to leave a lasting imprint on South Florida's future. We are driven by a desire to exceed public expectations. The scope and complexities of our ecosystem restoration initiatives are unparalleled, making us both pioneers and global leaders on many fronts. Although agency responsibilities have continued to grow, especially over the past few years, District staffing levels have not. Employees have consistently stepped up to the challenge, taking on new or expanded tasks and duties as required – working smarter and more efficiently than ever.

We are committed to being a good neighbor, ensuring that local perspectives are incorporated into District activities through our expanding intergovernmental and outreach programs.

Our 16-county region encompasses a mosaic of diversity – from landscapes and habitats, to people and cultures. We ensure that our work plans and our outreach, employment and business opportunities are reflective of that diversity. In both our internal and external interactions, we foster a culture that is built on trust, respect, teamwork, communication, creativity and empowerment.

partnering with the U.S. Army Corps of Engineers (USACE) to retool the flood control system to capture more of the 1.7 billion gallons of water now lost to sea, and to better mimic the way nature historically delivered water to the Everglades and coastal areas. The SFWMD safeguards the region's water quality and water quantity to ensure enough usable water today...and tomorrow.

Water does not follow political or neighborhood boundaries. A raindrop can fall in Orlando and end up in Florida Bay as it travels through the interconnected Kissimmee-Okeechobee-Everglades and coastal watersheds. What happens to water in one area may impact areas hundreds of miles away. Likewise, while the District has organized its operations into 10 programs based on regional or functional focus, they are all interrelated and interdependent, and success levels in one program can and will impact others.

OUR VALUES

EXCELLENCE:	OUR KNOWLEDGE, EXPERIENCE AND PASSION SET US APART AS WORLD-RENOWNED WATER MANAGERS
TEAM:	WE ARE COMMITTED TO THE SUCCESS OF ALL AS INDIVIDUALS, AS A TEAM, AND AS AN ORGANIZATION
COMMUNICATION:	WE VALUE AND EXPECT OPEN, HONEST, AND TIMELY COMMUNICATION
HONESTY:	HONESTY IS NEVER COMPROMISED
SERVICE:	WE MEET OUR CUSTOMER'S (INTERNAL AND EXTERNAL) NEEDS WITH PROFESSIONALISM AND INTEGRITY
INTEGRITY:	TEAMWORK AND SOUND SCIENCE ARE THE FOUNDATION OF OUR EXCELLENCE
DIVERSITY:	OUR DIVERSITY IS THE CORNERSTONE OF OUR STRENGTH
FOCUS:	WE ARE STEADFAST IN OUR BELIEF AND COMMITMENT TO THE DISTRICT'S MISSION
ADAPTABILITY:	WE EMBRACE CHANGE BY TAKING INFORMED RISKS AND CAPITALIZING ON NEW OPPORTUNITIES AND CHALLENGES
ENTHUSIASM:	WE DO THE COOLEST WORK ON THE PLANET!

and complex than any other. JOHN THORSON, INDIAN WATER RIGHTS



District Programs & Priorities

The District's broad mission and many mandates have been organized into 10 programs. The following pages include information on each: background, goals, strategies, success indicators, funding sources and project deliverables/milestones.

Agency managers will report to the Governing Board on the status of the 10 programs toward achieving goals. From that analysis, the strategic priorities are determined for the agency. To expedite achievement, these priorities are given planning, budgeting and implementation emphasis.

STRATEGIC PRIORITIES

BUILD THREE RESERVOIRS THROUGH PUBLIC/PRIVATE PARTNERSHIPS

Expedite construction of three major water storage facilities as part of the Comprehensive Everglades Restoration Plan in order to alleviate high water levels in Lake Okeechobee, and to reduce the need for required discharges to the coastal estuaries. The use of Public/Private Partnerships will enable the District to increase its cash flow flexibility and expedite project completion. Building reservoirs requires design, construction, operation and financing. Through Public/Private Partnerships, the District can work with private firms on any or all of these phases.

Water is the driver of Nature. LEONARDO DA VINCI, c. 1500



the 1950s to the early 1970s, is reaching its life expectancy — 50 years for structural components and 30 years for machinery.

IMPLEMENT WATER SUPPLY PLAN RECOMMENDATIONS

Implement water supply plan recommendations to ensure that adequate water supply is available to meet current and projected environmental and human water needs. Program priorities include constructing water resource projects, and increasing support for alternative water supply projects and water conservation.

CONTINUE TO RECOGNIZE THE VALUE OF EMPLOYEES

Continue to recognize the vital role staff plays in the organization. The expertise and commitment of District staff are integral to the agency's success in meeting public expectations. The District will implement strategies designed to hire and retain a high-performance, team-oriented, diverse workforce that is engaged, motivated and focused on achieving agency goals.

ACHIEVE EVERGLADES WATER QUALITY STANDARDS

Complete construction of all Everglades Construction Project components and implement the Long-Term Plan to ensure that all waters discharging into the Everglades Protection Area are in compliance with state water quality standards.

ACQUIRE LAND FOR KISSIMMEE RIVER RESTORATION

Acquire all identified Kissimmee River Restoration and Headwater Revitalization Project lands by December 2005 in order to proceed with construction of further backfilling phases. Chandler Slough lands need to be acquired by 2006.

REDUCE PHOSPHORUS INPUTS TO LAKE OKEECHOBEE

Implement the Lake Okeechobee Protection Plan, which lays out the components necessary to meet the Total Maximum Daily Load of 140 metric tons of phosphorus to Lake Okeechobee by 2015, which is required by legislation.

REFURBISH THE REGIONAL FLOOD CONTROL SYSTEM

Ensure that the water management system is operating at peak condition, which is critical to providing flood control and water flow. The regional water management infrastructure, constructed from



GOAL

To restore coastal watersheds and estuaries through local initiatives; provide a better understanding of restoration effects on coastal ecosystems; and decrease flood damages through proactive flood management planning

Coastal Watersheds

The Coastal Watersheds Program involves developing and implementing projects and flood management planning activities that improve the quality, quantity, timing, and distribution of flows to coastal water bodies from their tributary watersheds. The program originated to support the technical criteria for Minimum

Flows and Levels (MFLs), in partnership with the Water Supply Program, to provide scientific and technical support to SFWMD priority projects, and to develop water quality targets that may lead to Pollutant Load Reduction Goals (PLRGs) or Total Maximum Daily Loads (TMDLs). Local initiatives such as stormwater improvement projects are implemented through this program in the Service Centers. The program includes efforts to understand the effects of changing flows of fresh water to estuaries from both a water quantity and a water quality perspective, and to identify the existing legal sources of water that are beneficial to fish and wildlife. This scientific information is focused largely on salinity, seagrass, and other biological indicators, and has contributed directly to operational decisions related to the release of water from Lake Okeechobee.

STRATEGIES

- Complete restoration projects
- Secure continued legislative funding support
- Pursue grants to support program
- Increase program efficiency through technology
- Build new partnerships

All the water that will ever be, is right now.

NATIONAL GEOGRAPHIC,



SUCCESS INDICATORS

- Number of restoration projects implemented/completed
- Number and percentage of coastal basin Surface Water Improvement and Management (SWIM) and SFWMD priority water bodies for which water quality targets or PLRGs have been developed
- Number of days that the 30-day moving average discharge from the Caloosahatchee River is between 300 and 2,800 cfs (target 365 days/year)

- Number of days that the daily average surface salinity in St. Lucie Estuary is between 8 and 25 parts per thousand (target 365 days/year)
- Number of MFLs for which technical criteria are established (target 6 by 2007)
- Scientific basis for a hydrodynamic model for Florida Bay completed by 2006

FUNDING SOURCES

- Ad Valorem
- State
- Licenses, permits and fees
- Grants
- Federal

DELIVERABLES AND MILESTONES

CATEGORY	2004/2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
SOUTHERN INDIAN RIVER LAGOON		Develop Pollutant Load Reduction ← Goals (PLRGs) →								
LOXAHATCHEE RIVER & ESTUARY	Complete Restoration Plan and initial water reservation		Complete technical criteria for MFLs for Loxahatchee tributaries							
BISCAYNE BAY	Complete technical criteria for MFL for South Biscayne Bay	Complete technical criteria for MFLs for North and Central Biscayne Bay, and Manatee/Bay/Card Sound		Complete update of technical criteria for all adopted Biscayne Bay MFLs						
FLORIDA BAY AND FLORIDA KEYS	Complete technical criteria for Florida Bay MFL		Determine fate and effects of dissolved organic matter in Florida Bay	Complete technical support of Florida Bay/Florida Keys Feasibility Study						
ESTERO BAY DEVELOPMENT		← Develop PLRGs → Begin SWIM Plan		Complete SWIM Plan						
NAPLES BAY	Begin Gateway Triangle Stormwater Project	Begin Gordon River Basin Stormwater Project	Complete Gateway Triangle Stormwater Project Begin Lely Area Stormwater Project	Begin SWIM Plan Begin Olde Naples/Aqualane Shores Stormwater Projects	Complete SWIM Plan Complete Gordon River Basin Stormwater Project	Complete Olde Naples Stormwater Project Complete Lely Area Stormwater Plan	Develop PLRGs Complete Aqualane Shores Stormwater Project			
CHARLOTTE HARBOR	Begin SWIM Plan	Complete SWIM Plan						← Develop PLRGs →		
CALOOSAHATCHEE RIVER/ESTUARY	← Develop PLRGs →			Develop PLRGs →						
	Begin Four Corners Project		Complete Four Corners Project							
FLOOD MANAGEMENT PLANNING	Begin FEMA Business Plan			Complete projects in FEMA Business Plan	Complete Miami-Dade County Regional Canal Study 1st Interim Report					

FEMA
MFL Federal Emergency Management Agency
Minimum Flow and Level

PLRG
SWIM Pollutant Load Reduction Goals
Surface Water Improvement and Management

GOAL

To restore, preserve and protect South Florida's ecosystem while providing for other water-related needs of the region, including water supply and flood protection

Comprehensive Everglades Restoration Plan

The SFWMD is partnering with the U.S. Army Corps of Engineers to implement the Comprehensive Everglades Restoration Plan (CERP). CERP is the largest ecosystem restoration project in the world. It includes a series of projects to take place over more than 30 years. The restoration plan is largely focused on increasing water storage, and improving the timing, quality, and distribution of water deliveries to the ecosystem. Major components include planning, design, real estate acquisitions and construction. Operation, maintenance and monitoring will follow. In

2000, Congress approved CERP under the Water Resources Development Act, and authorized the first 10 projects and 6 pilot projects. The SFWMD is the major local sponsor of CERP, as well as the related feasibility studies for Southwest Florida and Florida Bay/Florida Keys.

The success of this monumental initiative will be continuously evaluated through Restoration Coordination and Verification (RECOVER). The objectives of RECOVER are to evaluate performance, to provide options for refinements and improvements in design and operations, to review effects of other restoration projects on CERP's performance, to ensure that a system-wide perspective is maintained, and to develop scientific and technical consensus regarding CERP performance and measures of success.

Water is good; it benefits all things and does not c

STRATEGIC PRIORITY

Build three reservoirs through Public/Private Partnerships

STRATEGIES

- Implement three CERP components through Public/Private Partnerships
- Acquire necessary land
- Complete Project Implementation Reports (PIRs) and detailed designs
- Construct water control facilities
- Implement program level management activities including Adaptive Assessment and Management effort (RECOVER)
- Outreach and partner with stakeholders and communities



SUCCESS INDICATORS

- Project schedules met
- Project scopes satisfied
- Project budgets not exceeded
- Pre-drainage hydrological and biological characteristics recovered
- Plant community mosaics increased
- Native wetland animals/wading birds abundance
- Water storage and water supply increased
- Flood protection level of service maintained

FUNDING SOURCES

- Ad Valorem
- State
- Federal
- Local Governments
- Public/Private Partnerships

DELIVERABLES AND MILESTONES

Only two years are shown for this program because the SFWMD and USACE are currently updating the Master Implementation Sequencing Plan, which will lay out which projects need to be completed before others in order to achieve maximum benefits as soon as possible. Updates of the Strategic Plan will include the outcome of this process, which includes discussions with other agencies and stakeholders.

CATEGORY	2004/2005	2006
L-8 RESERVOIR (PAYMENTS TO PALM BEACH AGGREGATES)	\$34.3 Million	\$22.5 Million
CONSTRUCT THREE RESERVOIRS THROUGH PUBLIC/PRIVATE PARTNERSHIPS	Complete Phase I (30% design) for 3 Public/Private Partnerships	Begin construction of C-44 Reservoir/STA, C-43 Reservoir/STA, EAA Reservoir
LAND ACQUISITION	To be determined	To be determined
PROJECT IMPLEMENTATION REPORTS COMPLETED	Acme Basin B Southern Golden Gates Estates Indian River Lagoon	Site 1 impoundment
CAPITAL PROJECTS BEGIN	Hillsboro ASR Caloosahatchee ASR Pilot L-8 Reservoir Allapattah Ranch G-161 M-Canal widening Western Tamiami Trail CRP Lake Trafford CRP C-44 Reservoir/STA	Lake Okeechobee Reservoir Southern Golden Gate Estates C-23/24 Reservoir EAA Reservoir C-43 Reservoir
CAPITAL PROJECTS COMPLETE	Southern CREW Critical Restoration Projects (CRPs) Western C-11 Water Quality Improvement CRP	Western Tamiami Trail Culverts Lake Okeechobee CRP Ten Mile Creek CRP Lake Trafford CRP Caloosahatchee ASR Pilot L-8 Reservoir Allapattah Ranch G-161 M-Canal widening

ASR
CERP

Aquifer Storage and Recovery
Comprehensive Everglades Restoration Plan

CRP
CREW

Critical Restoration Project
Corkscrew Regional Ecosystem Watershed

EAA
STA

Everglades Agricultural Area
Stormwater Treatment Area

compete with them. THE WAY OF LAO-TZU

GOAL

To contribute to Everglades restoration by restoring water quality, restoring hydrology and improving planning and operational decisions through applied science

District Everglades

The District Everglades Program is focused on the SFWMD's responsibilities outlined in the Everglades Forever Act and the Settlement Agreement of the Federal Lawsuit. The Everglades Construction Project (ECP) is the first major step in Everglades Restoration and part of the Everglades Forever Act, passed by the Florida Legislature in 1994. This Act directs the District to acquire land and design, permit, construct and operate a series of Stormwater Treatment Areas (STAs) in order to reduce phosphorus levels from stormwater run-off and other sources before it enters the Everglades Protection Area. The Everglades Forever Act also requires that the District investigate technologies that may be superior to the STAs, and to implement basin-specific solutions to achieve compliance with long-term water quality standards. During the 2003 legislative session, the 1994 Everglades Forever Act was amended to include the Conceptual Plan for Achieving Long-Term Water Quality Goals (Long-Term Plan) as the appropriate strategy for achieving the long-term water quality goals for the Everglades Protection Area.

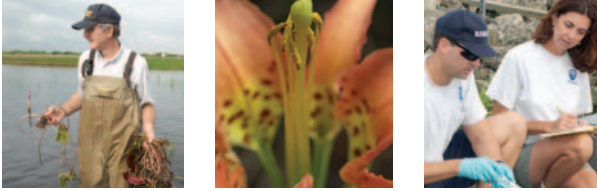
STRATEGIC PRIORITY

Achieve Everglades water quality standards

STRATEGIES

- Finish construction of the Everglades Construction Project
- Implement Long-Term Plan Projects
- Implement Everglades Regulatory and Everglades Stormwater Programs
- Conduct and publish applied research on Everglades ecology
- Document Stormwater Treatment Area vegetation types

If there is magic on this planet, it is contained in water



SUCCESS INDICATORS

- ECP projects completed on schedule and within budget
- 6 specific STA enhancements completed by December 31, 2006
- 5 pre-2006 projects completed for the Everglades Stormwater Program
- 22 specific projects completed in the Process, Development and Engineering Section
- 6 activities associated with accelerating the recovery of impacted areas completed
- Everglades Construction Project STAs operated and maintained
- Adaptive Management and Program Management activities identified in the Long-Term Plan implemented

- Phosphorus load reduction targets mandated by the Everglades Forever Act achieved
- Completed maps of Stormwater Treatment Area vegetation types
- Revised operational schedules for Everglades portion of the C&SF Project
- Annual reports on water quality and the Everglades Consolidated Report

FUNDING SOURCES

- Ad Valorem
- State
- Licenses, permits and fees
- Grants
- Federal

DELIVERABLES AND MILESTONES

CATEGORY	2004/2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
EVERGLADES CONSTRUCTION PROJECT	Complete S-5A Basin Runoff Diversion Works Complete STA-3/4 Complete Chapter 298 District diversions	Complete STA-6 section 2, meaning Everglades Construction Project complete								
LONG TERM PLAN IMPLEMENTATION	Complete Evaluation of Full Scale STA Enhancements Complete STA-1 East and STA-3/4 enhancements	Complete enhancements for STA-1West; STA-2; STA-5; STA-6		Complete optimizing SAV performance	Complete EAA source controls	Complete analytical and forecast tools		Complete hydropattern restoration projects		Complete 139 source controls Complete accelerated recovery projects
MONITORING AND ASSESSMENT	<div> <div>←</div> <div>Operation & Maintenance of STAs</div> <div>→</div> </div> <div> <div>←</div> <div>Complete annual water quality report each year</div> <div>→</div> </div> <div> <div>←</div> <div>Assessments of water quality status and hydrologic conditions annually</div> <div>→</div> </div>									
RESEARCH AND EVALUATION	Continue LILA assessment studies	Establish Everglades tree tolerances for hydrologic stress and define water depth and hydrologic needs for marsh species	Conduct independent scientific peer review of LILA research program	Complete revised operational schedules for hydrology of Everglades	Assess ecosystem response to restoration efforts				Complete revised operational protocols of hydrology of Everglades	

CHAPTER 298 DISTRICT Water control district formed under Ch. 298 F.S.
C&SF Central & Southern Florida
EAA Everglades Agricultural Area

ECP
LILA
O&M

Everglades Construction Project
 Loxahatchee Impoundment Landscape Assessment
 Operations and Maintenance

SAV
STA

Submerged Aquatic Vegetation
 Stormwater Treatment Area

GOAL

To restore the ecological integrity of the Kissimmee River and floodplain ecosystem; improve water quality, water supply, natural resources and flood control level of service in the Kissimmee Upper Basin; and regulate the headwater and river system to balance impacts to the upper and lower basins

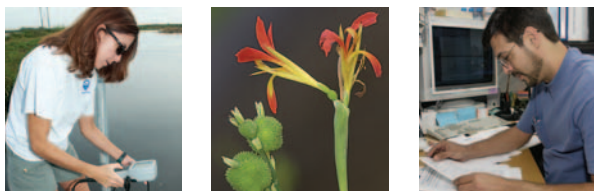
Kissimmee Restoration

The historic Kissimmee River originated at Lake Kissimmee and meandered for 103 miles, through a 1-3 mile wide floodplain, to Lake Okeechobee. Severe flooding throughout central Florida in the late 1940s prompted the state to petition the federal government to prepare a flood control plan for central and southern Florida. In 1948, Congress authorized the U.S.

Army Corps of Engineers (USACE) to initiate construction of the Central and Southern Florida Project. Implementation of the 1962-1971 flood control project replaced the Kissimmee River with a 56 mile long, 300 ft. wide, 30 ft. deep drainage canal (C-38). Water control structures and related features were also built in the upper lakes region. Although the project was extremely successful at achieving flood control, channelization drained 36,000 acres of floodplain wetlands and led to drastic declines in wildlife and ecosystem function. In 1992, Congress authorized the Kissimmee River Restoration and the Headwaters Revitalization Projects – a \$578 million partnership between USACE and SFWMD (local sponsor). Activities include 105,000 acres of land acquisition; canal filling and recarving; structure modification, removal and replacement; and a comprehensive restoration evaluation program.

Over 7 miles of backfilling of Phase I were completed in 2001, and work is under way to design and model the extent of backfilling necessary for Phases II, III and IV. Per accordance with the Project Cooperative Agreement between the USACE and the District, monitoring of restoration evaluation continues to quantify the success of the efforts undertaken to date. Another aspect is that much of the water flowing to the Kissimmee Chain of Lakes (KCOL) and the Kissimmee River

We forget that the water cycle and the life cycle are



originates in rapidly urbanizing basins north of the KCOL — in the Kissimmee Upper Basin (KUB). The Kissimmee Upper Basin Restoration Initiative is a partnership between the SFWMD and local governments to annually fund water resource projects to improve downstream water quality, water supply, natural resources and flood control levels of service.

STRATEGIC PRIORITY

Acquire land for Kissimmee River restoration

STRATEGIES

- Acquire necessary land
- Coordinate proactively with the USACE
- Manage headwaters effectively
- Establish and maintain partnerships with local governments in the Kissimmee Upper Basin
- Complete backfilling and construction projects
- Monitor environmental response

SUCCESS INDICATORS

- Land acquisition completed by December 2005 (except Chandler Slough)
- Kissimmee Chain of Lakes Long Term Management Plan completed by September 2006
- Revised regulation schedule implemented for lakes Kissimmee, Hatchineha, Cypress and Tiger implemented by December 2006
- Federal study initiated to modify headwater lake regulations by December 2006, and changes implemented to headwater lake regulations by January 2009
- Kissimmee River Restoration Project construction and backfilling completed by December 2012 (Phases II, III and IV)
- Environmental monitoring completed by December 2017
- Local Water Resource Partnership Projects completed annually

FUNDING SOURCES

- Ad Valorem
- State
- Local Governments

DELIVERABLES AND MILESTONES

CATEGORY	2004/2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
RESTORATION AND HEADWATERS REVITALIZATION	Complete land acquisition (headwaters & backfilling)	Implement Headwater regulation schedule Complete Chandler Slough land acquisitions	Complete flood mitigation construction Complete Istokpoga features & boat ramp construction	← Phase II & III Backfilling →			← Post Restoration Evaluations →		Phase IV Backfilling	
CHAIN OF LAKES	Complete land acquisition	Complete Final LTMP			Implement Upper Basin lake regulation modification					
KUB RESTORATION	← Annually develop and complete local water resource partnership projects →									

KCOL
LTMP
USACE
KUB

Kissimmee Chain of Lakes
 Long Term Management Plan
 United States Army Corps of Engineers
 Kissimmee Upper Basin

GOAL

To improve the health of the Lake Okeechobee ecosystem by improving water quality, reducing or eliminating exotic species and better managing water levels

Lake Okeechobee

The Lake Okeechobee Program is focused on the development and implementation of management activities that will allow the lake to support a greater diversity of native plants and animals while providing flood protection, water supply, navigation and recreation. Lake Okeechobee is the “liquid heart” of South Florida’s interconnected aquatic ecosystem. The lake provides a number of values and benefits to the state’s population and environment, including water supply for agriculture, urban areas and the environment; flood protection; a multi-million dollar sport and commercial fishery; and habitat for wading birds, migratory waterfowl, and the federally endangered Everglades Snail Kite. The Lake Okeechobee program is geared toward solving three major problems facing the lake and its watershed: (1) excessive nutrient loading; (2) extreme high and low water levels in the lake; and (3) exotic species. As required by state legislation, the South Florida Water Management District – in cooperation with the Florida Department of Environmental Protection, Florida Department of Agriculture and Consumer Services, and public/stakeholders input – completed the Lake Okeechobee Protection Plan in January 2004. The completed plan contains an implementation schedule for subsequent phases of phosphorus load reduction in order to meet the target goal of 140 metric tons by the year 2015. The plan also contains required elements of exotic species control and research and monitoring.

Water is the principle, or the element, of things. All



STRATEGIC PRIORITY

Reduce phosphorus inputs to Lake Okeechobee

STRATEGIES

- Implement water quality improvement projects to reduce phosphorus in stormwater runoff
- Control exotic species to maintenance levels and conduct research to improve treatment options
- Improve the performance of Lake Okeechobee's operating schedule to reduce damaging high water levels, while preserving other project purposes
- Assess Lake Okeechobee's ecological condition and program progress on an annual basis

SUCCESS INDICATORS

- Percentage of reduction of phosphorus inputs to Lake Okeechobee
- Number of acres of exotic and nuisance species treated
- Percentage of time Lake Okeechobee stage is in the favorable range for littoral zone and submerged aquatic plants
- Number of acres of restored wetlands in the watershed

FUNDING SOURCES

- Ad Valorem
- State
- Public/Private Partnerships

DELIVERABLES AND MILESTONES

CATEGORY	2004/2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
LAKE RESEARCH & ASSESSMENT	Continue refinements to the Lake WSE Regulation Schedule with the collaboration of the USACE									
	← Complete Annual Lake Okeechobee Assessment →									
WATERSHED MANAGEMENT	Complete design and initiate construction of 2 Public/Private Partnerships Amend Works of the District rule to support Lake Okeechobee Protection Act	Complete construction of 2 Public/Private Partnerships	Complete current watershed phosphorus control pilot projects	Complete evaluation of agricultural and urban pilot projects	Complete BMP implementation in northern watershed			Complete BMP implementation in Lake Istokpoga		Complete BMP implementation in KCOL watershed and evaluate effectiveness
EXOTIC CONTROL ACRES TREATED	← 500 acres of melaleuca annually →		← 250 acres of melaleuca annually →		← 2,000 acres of torpedo grass annually →		← 100 acres of melaleuca annually →			
RESTORATION PROJECTS	Complete Taylor Creek tributaries dredging project Initiate design Nubbin Slough pilot STA expansion project Initiate design and land acquisition for urban stormwater project	Complete land acquisition for urban stormwater project		Complete expansion of Nubbin Slough pilot STA expansion Complete urban treatment system stormwater project						
PROGRAM SUPPORT	← Complete Annual Report to the Legislature →									
			Revise Lake Okeechobee Protection Plan			Revise Lake Okeechobee Protection Plan			Revise Lake Okeechobee Protection Plan	
BMP KCOL	Best Management Practices Kissimmee Chain of Lakes		STA USACE	Stormwater Treatment Area United States Army Corps of Engineers		WSE	Water Supply and Environment			

GOAL

To restore conservation and preservation lands to a natural condition, provide compatible public access, and efficiently manage project lands

Land Stewardship

The Land Stewardship Program manages property and associated water areas owned or controlled by the South Florida Water Management District. Lands are protected, enhanced, restored, and preserved for project purposes and for the use and enjoyment of existing and future generations. The program began in 1981 with passage of the state's Water Management Lands Trust Fund, which enabled the state's water management districts to buy lands needed for water management, water supply, and the conservation and protection of water resources — and to make them available for appropriate public use. Since that time, the SFWMD and its acquisition partners have purchased 310,000 acres of environmentally sensitive lands (not counting 800,000 acres in the three Water Conservation Areas that were acquired prior to 1981). Water resource projects, or those lands associated with the Comprehensive Everglades Restoration Plan consisting largely of impacted agricultural lands, have added another 145,000 acres. The program has direct management responsibility for 177,000 acres in 13 projects, including two mitigation banks and several regional mitigation areas. For the 133,000 acres of non-District managed lands, agreements or leases have been entered into with other agencies or local governments.

The Land Stewardship Program includes activities to restore lands to their natural state and condition, manage them in an environmentally acceptable manner, and to provide public recreational opportunities that are compatible with protecting natural resources. Program activities include: developing and implementing land management plans, controlling invasive exotic plants, restoring natural fire regimes,

Rain does not fall on one roof alone. AFRICAN PROVERB



restoring native communities, employing multiple use practices, and opening lands for appropriate public use.

STRATEGIES

- Maximize resource based recreation where appropriate
- Restore and manage targeted lands to improve wildlife habitat value
- Efficiently manage lands for construction of water resource projects during the interim holding period
- Develop, update and implement land management plans for all properties
- Maximize management partnerships
- Restore natural hydrology, fire frequency, and vegetation
- Provide alternate sources of revenue to support land management activities

SUCCESS INDICATORS

- Active recreation programs on all lands that have legal practicable access and compatible resource conditions
- Low exotic infestation levels on all lands within 3 years of purchase
- All fire dependent communities burned at least once within 5 years of purchase
- On-site hydrologic restoration completed within 5 to 10 years of purchase
- Working partnerships with private land managers for interim lands

FUNDING SOURCES

- Ad Valorem
- State
- Licenses, permits and fees
- Grants

DELIVERABLES AND MILESTONES

CATEGORY	2004/2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
NEW STEWARDSHIP MANAGEMENT PLANS	Allapattah Kissimmee River Pool A Model Lands	Upper Reedy Creek								
STEWARDSHIP MANAGEMENT PLANS UPDATE	Shingle Creek Nicodemus Slough	CREW Lake Marion	Lower Reedy Creek Kissimmee River Pools C&D	DuPuis	Kissimmee Chain of Lakes	Allapattah Kissimmee River Pool A Model Lands Shingle Creek Nicodemus Slough	CREW Lake Marion Upper Reedy Creek	Lower Reedy Creek Kissimmee River Pools C&D	DuPuis	Kissimmee Chain of Lakes
ACRES TREATED FOR EXOTICS ON PUBLIC LANDS	30,000	31,000	32,000	33,000	34,000	35,000	35,000	35,000	35,000	35,000
ACRES OF PRESCRIBED FIRES	15,000	16,000	17,000	18,000	19,000	20,000	20,000	20,000	20,000	20,000
UPDATE AND REVISE PUBLIC USE RULES	Rule 40E-7.5 F.A.C.		Rule 40E-7.5 F.A.C.		Rule 40E-7.5 F.A.C.		Rule 40E-7.5 F.A.C.		Rule 40E-7.5 F.A.C.	
DEVELOP/UPDATE INTERIM LAND MANAGEMENT PLANS	70	75	80	80	80	85	90	90	90	90
LOXAHATCHEE MITIGATION BANK		Recover Investment		Success Criteria Achieved	Final Release of Profits	Bank open to public	← Routine Maintenance →			
CREW MITIGATION BANK	Initiate Construction				Recover Investment		Bank open to public	← Routine Maintenance →		

CREW
F.A.C. Corkscrew Regional Ecosystem Watershed
Florida Administrative Code

GOAL

To minimize damage from flooding, provide adequate regional water supply, and protect and restore the environment by optimally operating and maintaining the primary flood control and water supply system

Operations & Maintenance

The Operations and Maintenance Program consists of activities to effectively and efficiently manage the primary canals and associated structures in South Florida. Operations and Maintenance Program activities include the Central and Southern Florida (C&SF) Project, as well as the Big Cypress Basin, as authorized by Ch. 373 F.S. and the U.S. Army Corps of Engineers. Activities include the operation and maintenance of 500 water control structures, 50 pump stations, and managing 1,969 miles of canals and levees – 1,800 miles in the C&SF Project, and 169 miles in the Big Cypress Basin.

STRATEGIC PRIORITY

Refurbish the regional flood control system

STRATEGIES

- Refurbish the infrastructure to its design condition
- Operate and maintain the regional system under established schedules
- Maintain rights-of-way for maintenance access
- Regulate use of District rights-of-way
- Control vegetation that potentially impedes system effectiveness
- Utilize life cycle costing for equipment and facilities
- Manage a scientific and hydrological monitoring network
- Maintain telemetry/SCADA system
- Analyze equipment and facilities condition, and make necessary repairs and replacements
- Enhance cross training and technical expertise to absorb growing workload, while keeping pace with new technology and changes to utilize existing staff effectively

Water is the one substance from which the earth can



- Outsource non-core competencies
- Annually update the 10 and 50 year plans and work loads
- Develop annual work plans for all field stations

SUCCESS INDICATORS

- Number of capital projects completed
- Acre-feet of water moved
- Flood damages minimized and water supply deliveries provided
- Number of pump station and gate structure overhauls completed
- Acres of levee and canal banks maintained; cycles completed

- Acres of vegetation treated annually
- Number of scheduled telemetry installations completed and sites maintained
- Right-of-Way permit compliance
- District works/facilities upgraded and maintained on schedule

FUNDING SOURCES

- Ad Valorem
- State
- Licenses, permits and fees
- Federal

DELIVERABLES AND MILESTONES

CATEGORY	2004/2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CAPITAL PROJECTS COMPLETED/COST	26/ \$41.7m	42/ \$43.5m	47/ \$54m	32/ \$56.5m	32/ \$58.5m	32/ \$59.5m	32/ \$61m	32/ \$65.5m	32/ \$67m	32/ \$69m
OPERATIONS	19 million acre-feet of water moved annually									
COMPLETED OVERHAULS OF PUMP STATIONS AND GATE STRUCTURES	27	30	33	36	41	43	49	55	57	66
ACRES OF LEVEES AND CANAL BANKS MAINTAINED/CYCLES COMPLETED	30,169/4									
AQUATICS/EXOTICS	46,800 acres of vegetation treated annually									
ELECTRONIC COMMUNICATION SITE INSTALLATION/ MAINTENANCE	121/900	346/1021	104/1367	108/147	105/1579	75/1684	105/1759	181/1864	102/2045	55/2147
RIGHT OF WAY MANAGEMENT PERMITS ISSUED	350	368	386	405	425	446	468	491	515	542
GENERAL MAINTENANCE COMPLETED TASKS	2,054									
CONTAMINATION ASSESSMENT & REMEDIATION FUEL TANK PLACARDS OBTAINED	48	49	49	50	50	50	50	51	51	51
HEAVY/LIGHT EQUIPMENT PREVENTATIVE MAINTENANCE	147/169									

SCADA Supervisory Control and Data Acquisition

conceal nothing. JEAN GIRAUDOUX (1882-1944)

GOAL

To provide fair, consistent and timely review of permit applications in accordance with the adopted rules and criteria of the District, ensure compliance with issued permits, and take enforcement action where necessary

Regulation

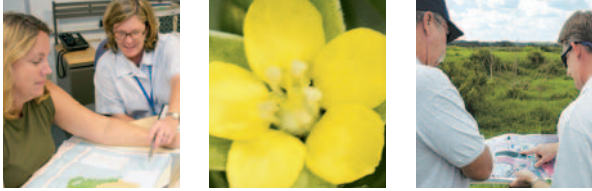
The Regulation Program involves implementing the District's permitting authority under Ch. 373, F.S. to regulate the management and storage of surface waters through Environmental Resource Permits (ERPs), the consumptive use of water through Water Use Permits, and the construction, repair and abandonment of wells through Water Well Construction Permits. Linked with the ERP program is implementation of the sovereign submerged lands authority delegated to the SFWMD by the Governor and Cabinet, sitting as the Board of Trustees of the Internal Improvement Trust Fund.

Environmental Resource Permits ensure that proposed surface water management systems, including wetland dredging or filling, do not cause adverse water quality, water quantity or environmental impacts. Water Use Permits ensure that proposed uses are reasonable-beneficial, will not interfere with any presently existing legal users, and are consistent with the public interest. Water Well Construction Permits ensure that groundwater resources are protected from contamination as a result of well construction activities.

STRATEGIES

- Implement regulatory recommendations of the District's Water Supply Plans, including consideration of reservations, Minimum Flows and Levels (MFLs) and Comprehensive Everglades Restoration Plan (CERP)/Water Use Permit consistency
- Implement "e-Permitting" and electronic document management to increase efficiency of application submittal and review, information sharing, and management of permit and construction certification records
- Maintain an active enforcement program to ensure violators do not have an advantage over permit applicants who follow the rules

Wetlands have a poor public image... Yet they are a



REGULATION

- Provide regulatory support and input for other District programs and modify regulations as needed to ensure consistency with CERP and the District's water resource objectives
- Improve service to the regulated community through enhanced regulatory functions at the District's Service Centers

SUCCESS INDICATORS

- Timely evaluation and review of permit applications consistent with adopted rules and criteria
- Basin renewals implemented on schedule
- Construction certifications kept current and backlog reduced by 10 percent per year

- 2,300 Environmental Resource Permit applications reviewed each year
- 1,900 Water Use Permit applications reviewed each year
- 8,500 post-permit compliance inspections conducted each year

FUNDING SOURCES

- Ad Valorem
- State
- Licenses, permits and fees

DELIVERABLES AND MILESTONES

CATEGORY	2004/2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
E-PERMITTING	Initiate Water Use e-permitting system	Complete Water Use e-permitting system Initiate ERP e-permitting system	Complete ERP e-permitting system Initiate Works of the District e-permitting system	Complete Works of the District e-permitting system						
WATER USE BASIN RENEWALS	Lower West Coast Basins A/B/C	Lower West Coast Basins D/E Broward County Basin	Miami-Dade/Monroe Basin Palm Beach County Basin Lake Okeechobee Basin	Kissimmee Basins A/B/C	All water use basin renewals complete					
ERP DELEGATION	Complete partial ERP delegation to Miami-Dade & Collier Counties		Audit review of delegated programs							
CONSTRUCTION AND CERTIFICATION CONVERSION	Keep current with new certifications and reduce backlog by 10%/year									Eliminate backlog
EFFICIENT TRANSPORTATION AND DECISION MAKING PROCESS	Execute MOU with DEP, FDOT and WMDs and initiate Efficient Transportation & Decision Making Process									
PERMITTING & COMPLIANCE	Continue review of permit applications and compliance checks on issued permits									

DEP Department of Environmental Protection
ERP Environmental Resource Permit
FDOT Florida Department of Transportation

F.S. Florida Statutes
MFL Minimum Flow and Level
MOU Memorandum of Understanding

WMDs Water Management Districts

among the earth's greatest natural assets.

EDWARD MALTBY, WATERLOGGED WEALTH

GOAL

Ensure an adequate supply of water to protect and enhance natural systems and to meet all existing reasonable-beneficial uses, while sustaining water resources for future generations

Water Supply

The Water Supply Program is responsible for the District's evaluation of long-term water supply needs, and the planning and development of needed water resource development projects. Four regional water supply plans are developed and implemented to meet the water supply needs of present and future populations, agriculture and natural systems, pursuant to the requirements of the Florida Water Resources Act. Computer modeling is used to evaluate the effectiveness of proposed solutions in meeting projected human demands and environmental requirements. Environmental targets, which are developed for major ecosystems by the Coastal Watersheds and other programs, and incorporated into planning and permitting efforts. Water conservation is encouraged through a combination of strategies, including regulatory and financial incentives.

Minimum Flows and Levels (MFLs) and Water Reservations for natural systems, both required by statute, help ensure the sustainability of water resources. If minimum targets cannot be met, recovery plans are developed. Water Reservations prevent the allocation of water needed to protect and restore ecosystems. Water Use Permitting (see Regulation Program) is a powerful tool used to implement Water Supply Plans, MFLs and Water Reservations. The Water Supply Program also coordinates with local government comprehensive planning efforts, creating a linkage between land use and water supply planning.

STRATEGIC PRIORITY

Implement water supply plan recommendations

Everywhere water is a thing of beauty gleaming in the



STRATEGIES

- Ensure adequate water supply for the environment and for urban and agricultural users by implementing the recommendations of the water supply plans in all four regions of the District
- Build water resource development projects and pilot projects recommended in the four water supply plans
- Provide funding and regulatory incentives to encourage water users to promote efficient use of water resources through conservation and reuse, and to increase diversity of water supplies by developing alternative sources
- Provide adequate water for the environment by building water resource projects, as well as establishing Minimum Flows and Levels and Water Reservations
- Assure the linkage between land use and water supply plans by providing technical assistance to local governments
- Ensure continuing consistency between water use permitting, water supply planning and environmental restoration

SUCCESS INDICATORS

- Water resource development projects implemented on schedule
- Regional water supply plans for all four planning areas updated every 5 years
- MFLs established in accordance with the priority water body list and schedule
- Local government comprehensive plans, Evaluation and Appraisal Reports, and 10-year Water Supply Facility Work Plans reviewed
- Volume of water produced through water resource development projects
- Funds provided for water resource development projects, alternative water supply projects, and water conservation programs
- Changes in total amount and per capita use from conventional sources; quantifiable reductions in water use as a result of employing water saving devices

FUNDING SOURCES

- Ad Valorem
- State

DELIVERABLES AND MILESTONES

CATEGORY	2004/2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
COMPLETE WATER SUPPLY PLANS	Kissimmee Basin Plan Update	Lower West Coast Plan Update Lower East Coast Plan Update			Upper East Coast Plan Update	Kissimmee Basin Plan Update	Lower West Coast Plan Update Lower East Coast Plan Update			Upper East Coast Plan Update
MINIMUM FLOWS AND LEVELS		Establish MFLs for 4 water bodies	Establish MFLs for 14 water bodies	Establish MFLs for 1 water body	Establish MFLs for 1 water body Evaluate MFLs for Upper East Coast water bodies	Evaluate MFLs for Kissimmee Basin water bodies	Evaluate MFLs for Lower West Coast water bodies Evaluate MFLs for Lower East Coast water bodies			Evaluate MFLs for Upper East Coast water bodies
INITIATE WATER RESOURCE DEVELOPMENT PROJECTS	Initiate Upper East Coast Plan updated recommendations	Implement Kissimmee Basin Plan updated recommendations	Implement Lower West Coast Plan updated recommendations			Implement Upper East Coast Plan updated recommendations	Implement Kissimmee Basin Plan updated recommendations	Implement Lower West Coast Plan updated recommendations Implement Lower East Coast Plan updated recommendations		

MFL Minimum Flow and Level

dewdrop, singing in the summer rain.

JOHN BALLENTINE GOUGH, c. 1850

GOAL

To ensure business and data integrity in compliance with Florida Statutes and Governing Board policy by providing timely and accurate business, human resource, technical, policy, outreach, and safety expertise within consistent, reliable, streamlined processes



Mission Support

The Mission Support Program delivers high quality, cost-effective, business, legal and technical services that enable the District and employees to succeed. Mission Support includes functions such as executive management, human resources, legal, ombudsman, financial management, risk assessment, environmental technical assistance, procurement, facilities management, legislative affairs, emergency management, information technology, flight operations, security management, strategic planning, public information and outreach.

In addition to the milestones shown over the Strategic Plan's 10-year time frame, this program has a high number of significant milestones that reoccur annually, including:

- employee feedback analysis
- human resource action plan updates
- staffing analyses
- outsourcing effort assessments
- employee training programs reviews
- Strategic Plan updates
- annual performance reviews
- group insurances reviews
- technology storage/backup systems reviews
- public outreach strategy updates
- local government/community/District partnerships
- District-wide media campaigns
- protection plans updates
- security awareness programs
- project management training and certification

STRATEGIC PRIORITY

Continue to recognize the value of employees

STRATEGIES

- Attract, retain and develop a high-performance, team-oriented, diverse workforce
- Increase information technology effectiveness and efficiency
- Empower cross functional project teams to make process improvements
- Increase employee proficiency in specific job skill areas
- Provide policy guidance and agency direction toward highest priorities
- Develop systems to make routine business functions systematically controlled
- Provide employee leadership training, skill profiles, and career ladders

Water is the best of all things.

PINDAR, OLYMPIAN ODES, CIRCA 500 B.C.



- Promote standard project management principles
- Apply conflict resolution to address raised concerns
- Document and disseminate District project results
- Maintain emergency readiness and promote enhanced safety/security measures
- Increase the level of awareness regarding District programs by informing, building relationships, and partnering with local governments and the communities we serve

SUCCESS INDICATORS

- Number of strategies aimed at improving the District's work environment, including outcomes in the areas of career development, communication, decision-making, and supportive leadership
- Project management principles adopted
- Number of operational and technology improvement initiatives successfully implemented

- Financial audits successfully completed and recommendations incorporated into District financial practices
- Number of partnerships with local governments and community-based organizations
- Increased quality and quantity of media coverage of the District
- Number of safety, protection and security initiatives
- Production and peer review completed of specific environmental assessments
- Improved level of public awareness of the District's mission, programs and projects

FUNDING SOURCES

- Ad Valorem
- State
- Grants

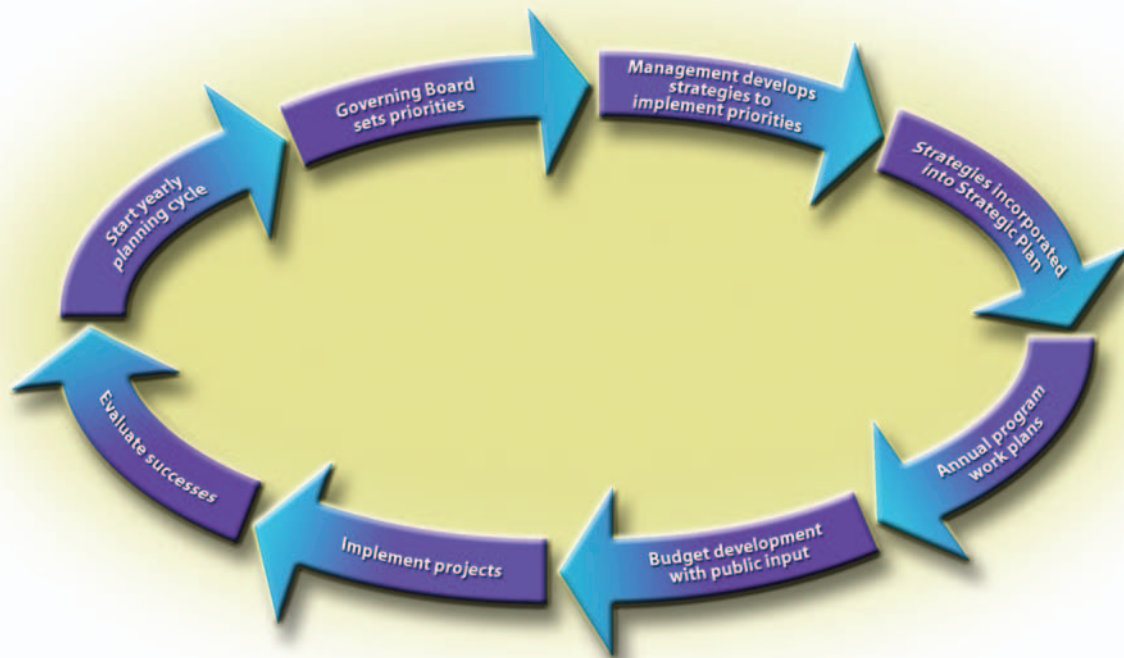
DELIVERABLES AND MILESTONES

CATEGORY	2004/2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
EMPLOYEE DEVELOPMENT	Enhance employee communication and recognition Develop management core competencies Develop "Healthy Workforce Initiatives"	Implement Leadership Development Program Conduct employee needs assessments and competencies	Complete skill profiles Develop training curriculum for craft positions	Evaluate Leadership Development Program	Review Human Resource performance	Enhance employee communication and recognition Update management core competencies Update "Healthy Workforce Initiatives"	Update District Leadership Development Program Review employee needs assessments	Update skill profiles Update training curriculums	Evaluate Leadership Development Program	Review Human Resource performance
TECHNOLOGY/BUSINESS SUPPORT	Integrate enterprise data systems Adopt "principles of financial management" Upgrade messaging systems Initiate e-permitting Complete boundary change assessment	Install payroll systems modules Complete microwave network expansion Complete Water Use e-permitting	Conduct environmental peer review Complete implementation of "standard business operating procedures" Develop business analyst training Complete ERP e-permitting	Reevaluate existing financial organization structure Complete WOD e-permitting	Update business SOPs Update "principles of financial management"	Integrate enterprise and environmental data management systems	Update Human Resources and Payroll Systems automation	Conduct environmental peer review/public workshops	Reevaluate financial organization structure	Update business SOPs Review "principles of financial management"
GOV'T AND PUBLIC AFFAIRS	Support FAC Water Management Conference Increase quantity and quality of media coverage Complete outreach plan Reconstruct external web-site Establish internal communications program	Seek additional local water source funding Link local land use with water resources Conduct public awareness survey Complete external web-site upgrade	Phase I reconstruction of internal web-site	Conduct public awareness survey Phase II reconstruction of internal web-site	Update external web-site	Conduct public awareness survey	Phase I reconstruction of internal web-site	Conduct public awareness survey Phase II reconstruction of internal web-site	Update external web-site	Conduct public awareness survey
AGENCY PROTECTION & RESPONSE	Complete vulnerability assessments Implement continuity operational plan	Complete information security audit Outsource electronic security system maintenance	Update agency protection plans	Develop biological hazard recovery plan Update security systems technology	Develop an infrastructure emergency action plan	Update vulnerability assessments	Conduct information security external intrusion audit	Update agency protection plans	Update biological hazard recovery plan	Update infrastructure emergency action plan
PROJECT MANAGEMENT	Standardize project management reporting	Initiate earned value reporting	Implement project management report card	Establish project manager career paths	Complete integration of project management principles	Update standard project management reporting	Update earned value reporting	Update project management report card	Update project manager career paths	Update integration of project management principles

ERP Environmental Resource Permit
FAC Florida Association of Counties

SOPs Standard Operating Procedures
WOD Works of the District

Annual Strategic Planning

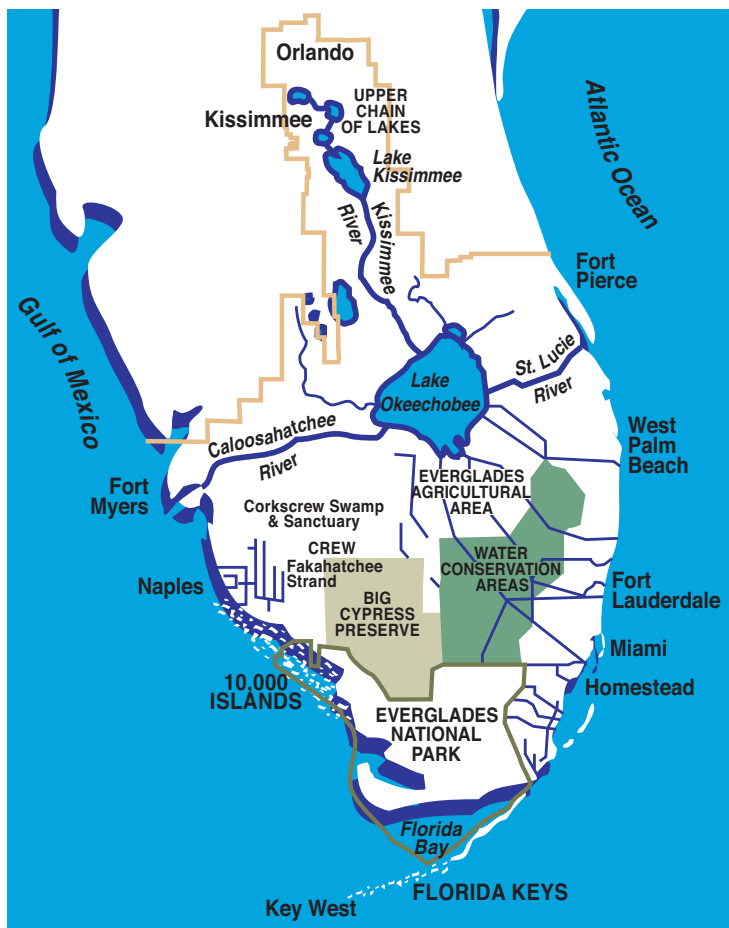


This plan is the product of extensive input and participation from Governing Board members, executive management and District program leaders. The Governing Board set the overall direction and established strategic priorities. District management and program leaders developed strategies to implement Governing Board direction, and these strategies were incorporated into this Strategic Plan. Projects that support program strategies will be funded through the annual budget process, which will incorporate public input. Implementation will follow, and success evaluation will influence the next strategic planning cycle.

Strategic planning is a dynamic process. The Strategic Plan will be reviewed every year prior to budget development, specifically for strategy alignment, success, shortfalls and opportunities for improving the process in subsequent years. As part of this annual review cycle, programs will be

analyzed for project scope, schedule and budget compliance. Based on this analysis, the Governing Board and District management will discuss and determine further agency strategic priorities – initiatives that will receive increased budget and resource consideration in order to expedite implementation.

As a living document, this plan serves as the foundation for programmatic annual work plans and budget development. It also provides guidance to employees as to how they contribute to the District's mission on a daily basis. The strategies outlined here will be deployed through a series of activities designed to drive District success. Associated performance measures will be used to track progress on a regular basis. Implementation responsibility will be assigned to organizational units, and will form the basis of employee performance plans – upon which annual performance will be evaluated.



THE KISSIMMEE-OKEECHOBEE-EVERGLADES SYSTEM

ON THE BACK COVER *A serene mist blankets the Kissimmee River*

Other Project Successes:

(left)

Stormwater Treatment Area 3/4 is the world's largest constructed wetland – designed to remove significant amounts of phosphorus from water before it enters the Everglades.

(center)

The new S-26 pump station in Miami was the result of the collaborative efforts of many agencies working together to make major flood-control system improvements for local communities.

(right)

The Southern Golden Gate Estates Hydrologic Restoration project is the first major turn-dirt project of the Comprehensive Everglades Restoration Plan. Fill-in of the Prairie Canal will help restore wetlands and historic water flows near Naples.

A Commitment to Action

This Strategic Plan provides the South Florida Water Management District and the public we serve with the blueprint for successfully meeting the resource management challenges and opportunities of the next decade. We have a clear vision of what needs to be done, and we are committed to continuing to work hard to make it happen.

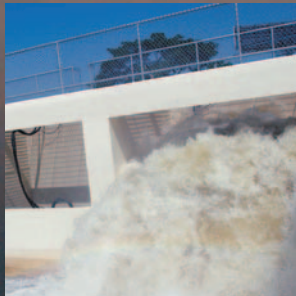
With the appropriate resources and funding, we stand ready to put these strategies into action to make a difference in South Florida's future. In carrying out this Strategic Plan, the District will better utilize the skills and capabilities of its highly valued work force in an effective and efficient manner. Improved use of project management and information technology will contribute to improved efficiencies.

By implementing the strategies here:

- The timing and quantity of water flows will be significantly improved
- Additional water storage facilities will be constructed and operational
- Ecosystems will be protected and restored
- Water bodies will meet water quality standards
- Water users will have an affordable and reliable water supply
- Flood protection will be provided by a refurbished and reliable water management system
- Environmentally sensitive lands will be acquired, protected and restored
- Public/Private Partnerships will expedite project completion and help stretch limited resources
- District and local government planning efforts will be consistent
- Employees will continue to be driven by the goal of making South Florida a better place for future generations

We commit to making positive things happen. The challenges are great...but the opportunities are even greater. Join us on our mission to manage and protect South Florida's water resources.

**FOR MORE INFORMATION ON THE SOUTH FLORIDA WATER MANAGEMENT DISTRICT AND OUR PROGRAMS,
VISIT OUR WEB SITE AT WWW.SFWMD.GOV**



South Florida Water Management District
3301 Gun Club Road • West Palm Beach, Florida 33406
561-686-8800 • FL WATS 1-800-432-2045 • www.sfwmd.gov

MAILING ADDRESS: P.O. Box 24680 • West Palm Beach, FL 33416-4680

sfwmd.gov